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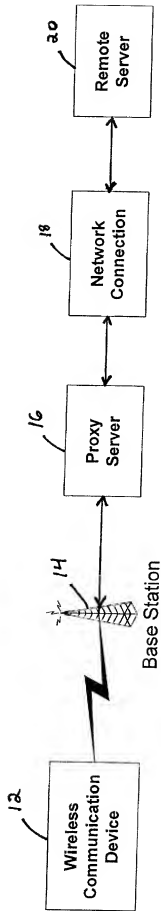


Fig. 1

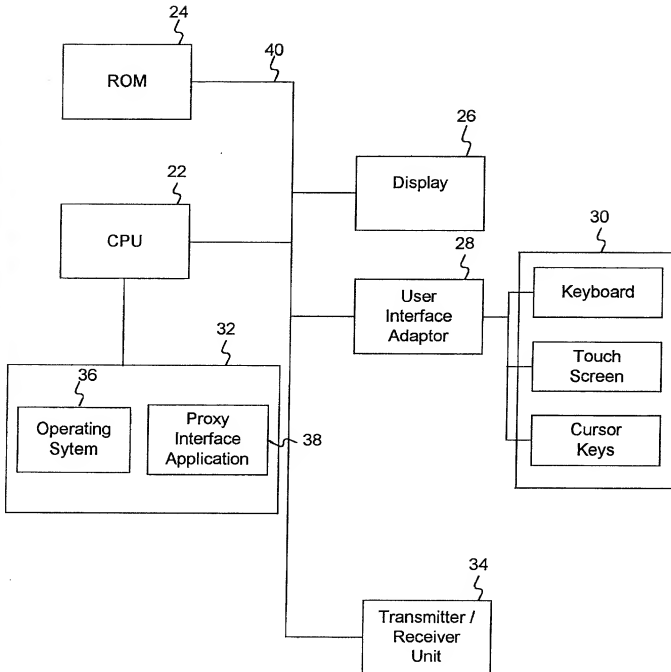


FIG. 2

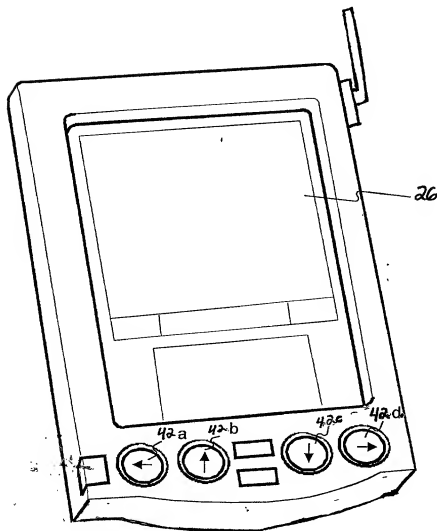


FIG. 3

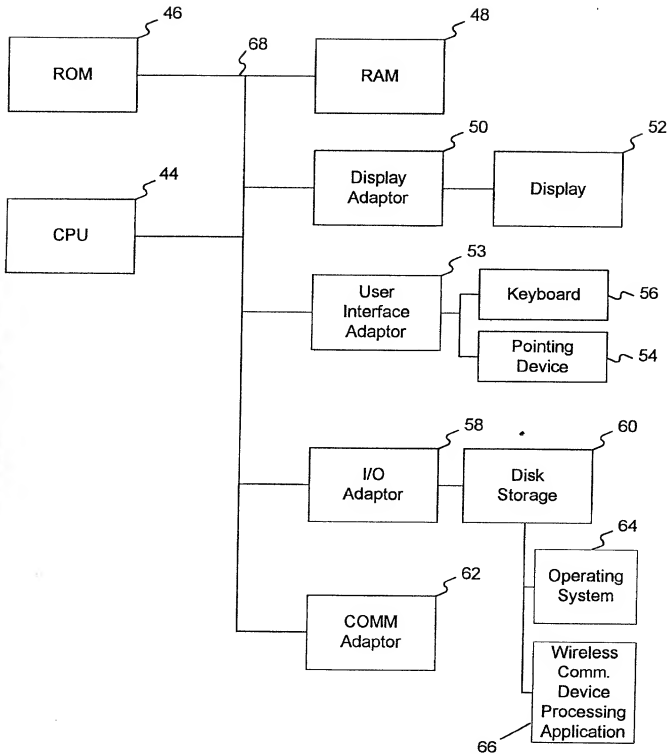


FIG. 4

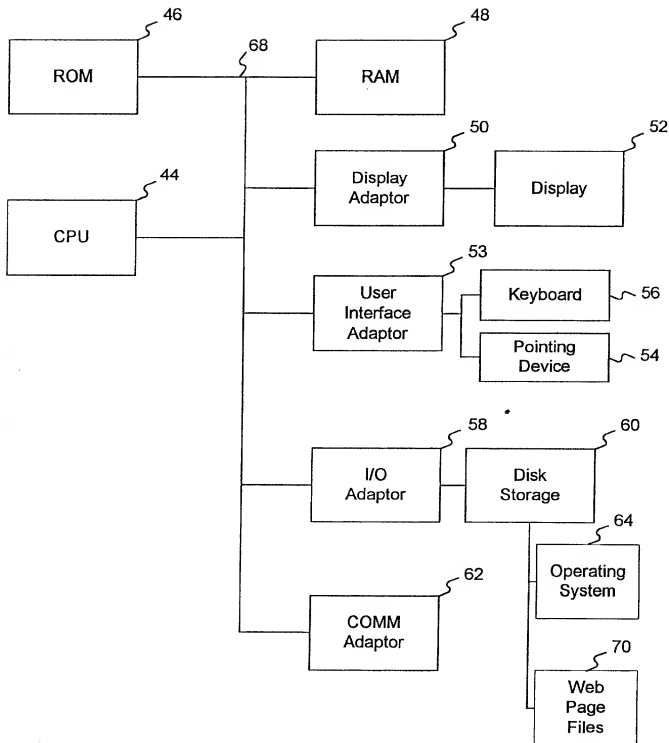


FIG. 5

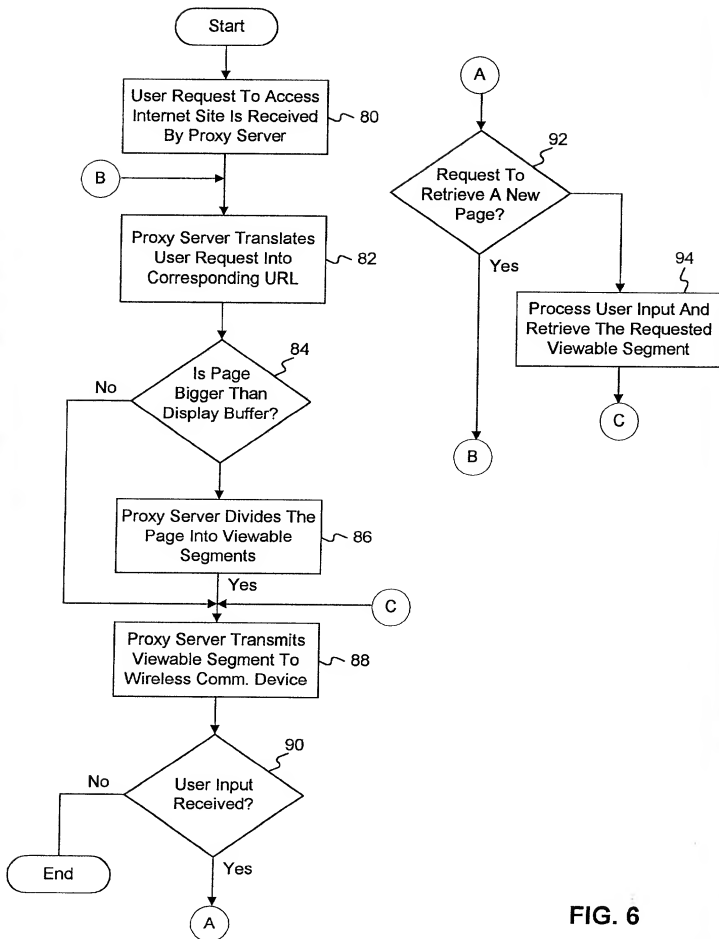


FIG. 6

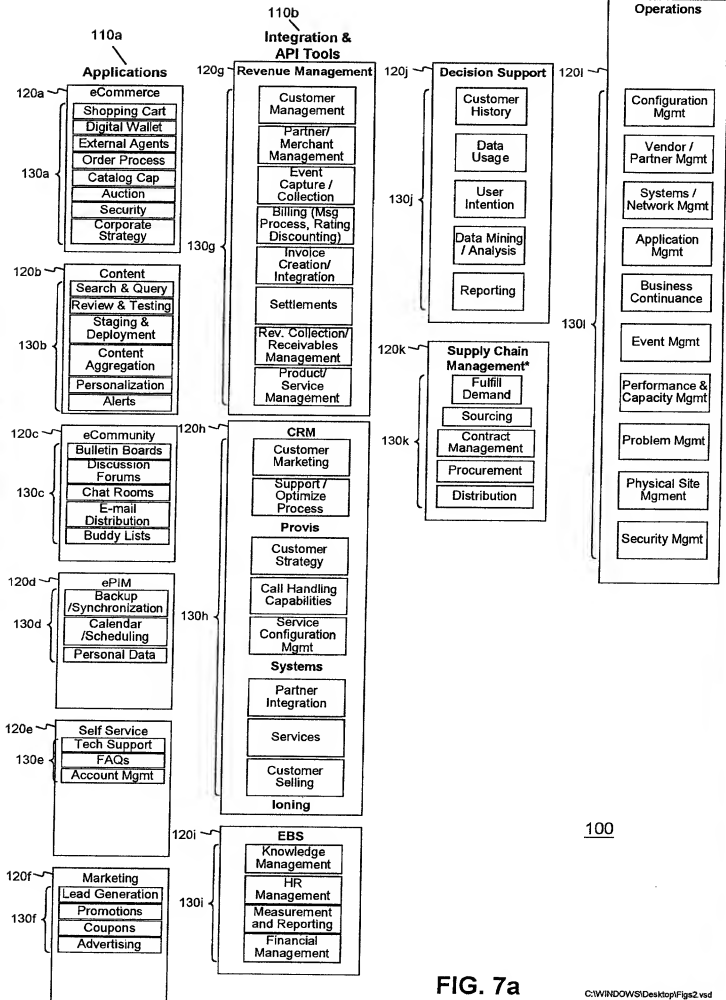
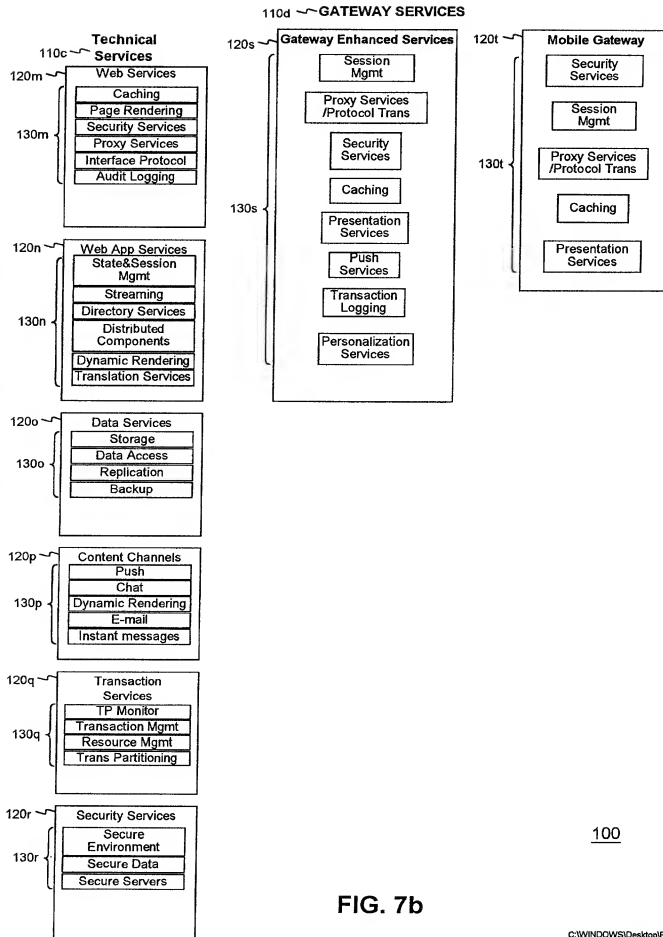


FIG. 7a



**FIG. 7b**



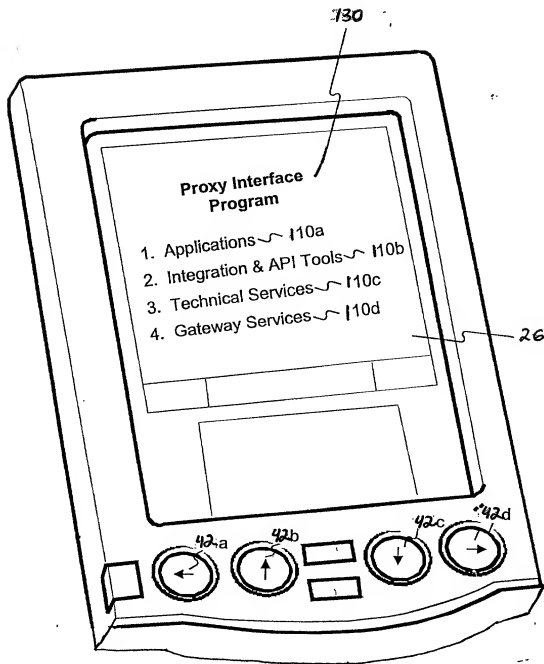


FIG. 8

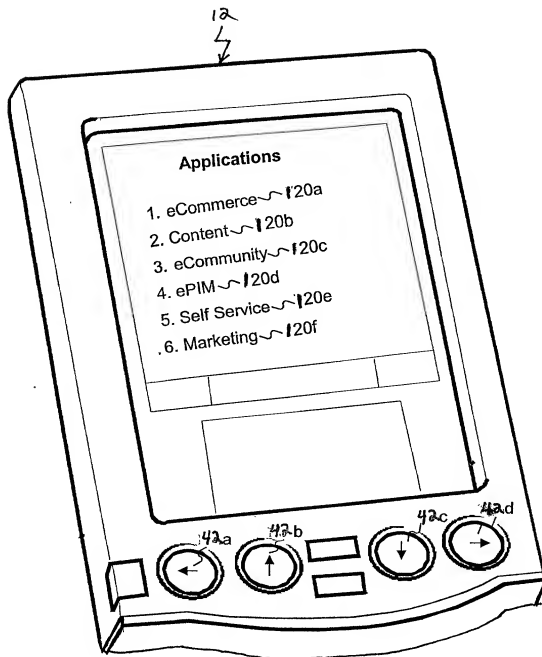


FIG. 9

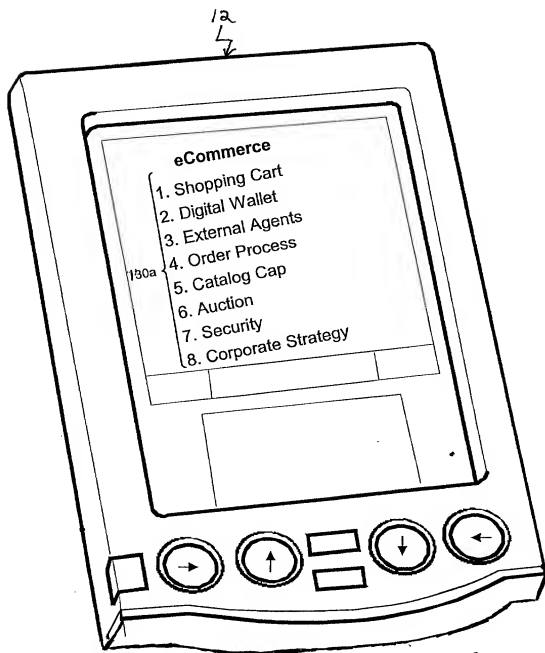


FIG. 10

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## Outlook Point of View

Are technical challenges holding back your wireless strategy?

by Owen V. Perillo and Leo P. Rohlfing

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Ubiquitous commerce, or uCommerce—the ability to conduct business anywhere and at any time—is expected to vastly improve the way businesses operate and the way people live.

For consumers, uCommerce will become part of daily life, turning time previously spent waiting, waiting and traveling into time spent communicating, working and buying. For businesses, uCommerce will be a critical capability in improving customer sales, service and loyalty, in driving more efficiency in the supply chain and in enabling the mobile workforce.

But implementing uCommerce solutions can be highly disruptive, and can affect all dimensions of a company's operating strategies. As a result, many companies are uncertain about how best to implement wireless solutions, which causes them to hold back on executing a uCommerce strategy.

### Moving beyond wireless barriers?

We believe that companies today are only scratching the surface of what they can accomplish in the wireless world. And the biggest hurdle they must overcome is their uncertainty about rapidly changing technologies. This concern is not unfounded. While there is a need to act quickly, correctly anticipating the changes presented by evolving technologies is critical.

Accenture has developed a call to action to help companies manage the key technical challenges they face as they attempt to implement wireless business solutions.

#### Bridge the generation gap

**Challenge:** The wireless provider industry lacks a clear migration path between current wireless data-access technologies (second generation), which have limited bandwidth, and super-speedy third-generation (3G) packet technologies. Prioritizing speeds of up to 2.4Mbps, 3G technologies support real-time access to sustain high-quality audio/video and other bandwidth-intensive business and consumer applications.

But much of the hardware that operates on current wireless networks may not be supported as 3G infrastructures are deployed. What is more, coverage and compatibility challenges can stem from the multiple digital wireless standards currently used in the United States—the division multiple access (DMA), code division multiple access (CDMA), cellular digital packet data (CDPD), global system for mobile communications (GSM) and others.

**What to do:** Companies should consider creating a modular set of uCommerce solution components, including the user access device, the wireless network, the gateway, the Web/application/data servers, and the legacy systems. As certain technologies and standards change, the companies will be able to swap out relevant components—without overhauling the entire infrastructure.

Fig. 11

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## Outlook Point of View



### Are technical challenges holding back your wireless strategy?

by Owen V. Peilio and Leo P. Rohlinger

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Ubiquitous commerce, or uCommerce—the ability to conduct business anywhere and at any time—is expected to vastly improve the way businesses operate and the way people live.

For consumers, uCommerce will become part of daily life, turning time previously spent waiting, walking and traveling into time spent communicating, working and buying. For businesses, uCommerce will be a critical capability in improving customer sales, service and loyalty, in driving more efficiency in the supply chain and in enabling the mobile workforce.

But implementing uCommerce solutions can be highly disruptive, and can affect all dimensions of a company's operating strategies. As a result, many companies are uncertain about how best to implement wireless solutions, which causes them to hold back on executing a uCommerce strategy.

### Moving beyond wireless barriers?

We believe that companies today are only scratching the surface of what they can accomplish in the wireless world. And the highest hurdle they must overcome is their uncertainty about rapidly changing technologies. This concern is not unfounded. While there is a need to act quickly, correctly anticipating the changes presented by evolving technologies is critical.

Accenture has developed a call to action to help companies manage the key technical challenges they face as they attempt to implement wireless business solutions.

#### Bridge the generation gap

Challenge: The wireless-providers industry lacks a clear migration path between current wireless data-access technologies (second generation), which have limited bandwidth, and super-speedy third-generation (3G) packet technologies. Promising speeds of up to 2Mbps, 3G technologies support real-time access to sustain high-quality audio/video and other bandwidth-intensive business and consumer applications.

But much of the hardware that operates on current wireless networks may not be supported as 3G infrastructures are deployed. What is more, coverage and compatibility challenges can stem from the multiple digital wireless standards currently used in the United States—time division multiple access (TDMA), code division multiple access (CDMA), cellular digital packet data (CDPD), global system for mobile communications (GSM) and others.

What to do: Companies should consider creating a modular set of uCommerce solution components, including the user access device, the wireless network, the gateway, the Web/application/data servers, and the legacy systems. As certain technologies and standards change, the companies will be able to swap out relevant components—without overhauling the entire infrastructure.

Fig. 12

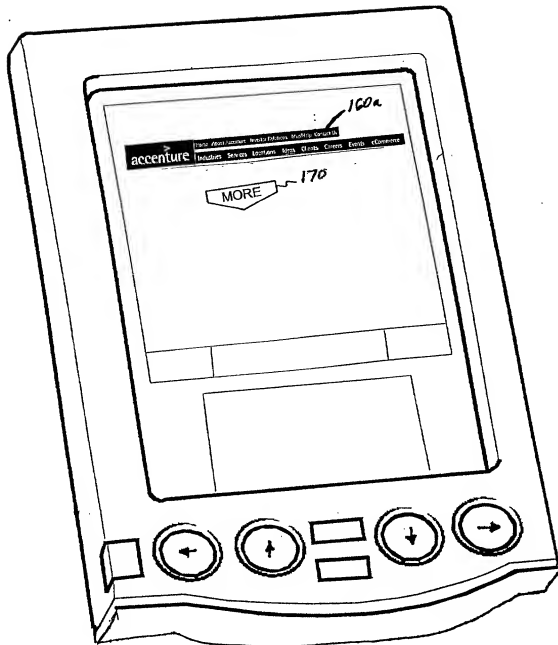


FIG. 13

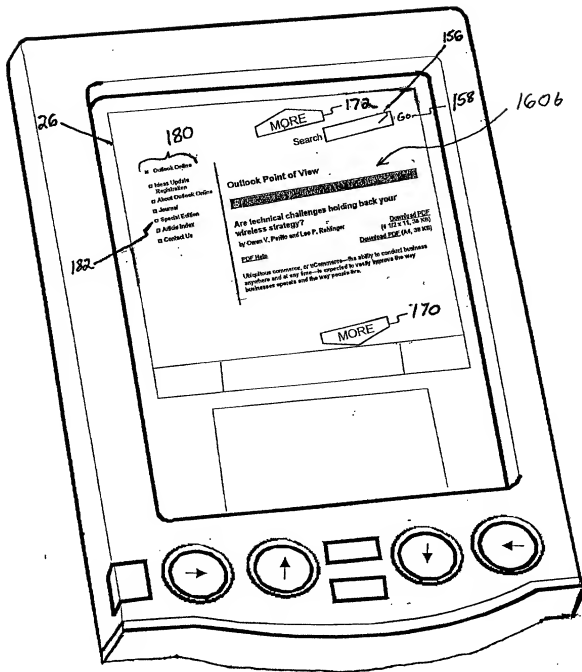


Fig. 14